# Enterprise Architecture Implementation and Migration Planning Team

Project Initiative 2.
Statewide Enterprise Architecture Steering Committee

December 7, 2004



# Agenda

Project Initiation Workshop December 7 <sup>th</sup>			
Time	Agenda Item	Assignment	
08:30 - 08:45	Presentation	Coeur Group	
08:45 – 09:00	Introductions	All	
09:00 – 09:15	Team Norms	Coeur Group	
09:15 – 09:20	Team Chair	All	
09:20 – 09:45	Team Mission	Chair – All	
09:45 – 10:00	Break	All	
10:00 – 11:15	Activity Workshop	All	
11:15 – 11:30	Wrap up and Next Steps	Chair and Coeur Group	



# **Objectives**

- Understanding of the project definition
- Develop implementation and migration planning team mission statement
- Define a weekly team communication plan
- Identify primary activities associated with the implementation of a Statewide Enterprise Architecture Steering Committee.
- Identify our strengths, weaknesses, opportunities and threats
- Wrap-up
- Capture next steps needed to implement actions



### **Team Norms**

- Act as colleagues
- Spirit of brainstorming
- Spirit of inquiry
- Develop a deeper, broader sense of unity
- Stay on topic Parking Lot



### The Basic Premise

Transform the Strategic Initiative as defined by the Enterprise Infrastructure and Personnel (EIP) Assessment Final Report into activities for defining steps of implementation.

How can investments in technology add Maximum Value to the State?

How can we increase cost effectiveness on a statewide basis?

How can we provide a greater focus on the core mission of the State?

How can we effectively manage Scarce Resources and improve service delivery?



### **Discussion Overview**

### Impetus for the study (House File 534):

- The Legislature is looking for Value from Information Technology investments, to be more responsive, and cost effective by asking...
  - How can investments in technology add Maximum Value to the State?
  - How can we increase cost effectiveness on a statewide basis?
  - How can we provide a greater focus on the core mission of the State?
  - How can we effectively manage Scarce Resources and improve service delivery?
- An 'Impact Assessment' was conducted across a framework of three performance levels: Process, Technology, and Organization



### **Critical Performance Directives**

- Critical performance directives (a "Common Executive Vision") emerged from Senior Management interviews and workshops:
  - Provide Reliability
  - Responsiveness and accessible information
  - Higher levels of communications to understand business requirements
  - Make it easy to do business with IT
  - Always be cost competitive
  - Invest in IT to improve my departments business
  - We require IT competence
  - IT must fulfill commitments made



### **Iowa Common Business Drivers**

- 1. Security
  - 1. User access
  - 2. Homeland Security
  - 3. Intrusion Detection
- 2. Data Management
  - 1. Integrity
  - 2. Accessibility
  - 3. Storage
- 3. Regulatory
  - 1. Compliance
  - 2. Federal /State Programs

- 4. Cost Management
  - 1. Effectiveness/Efficiencies
  - 2. Avoidance
- 5. Service Delivery
  - 1. Problem Management
  - 2. Change Management
  - 3. Service Level Agreements
- 6. Business/Constituent Alignment
  - 1. Funding Process
  - 2. Constituency Alignment
  - 3. Strategic Focus



# Implementation and Migration Planning

# Key Recommendations

### **Process Improvements**

- Technology Governance
- Statewide Enterprise Architecture Steering Committee
- Enterprise Portfolio Management Office
- Centralized Sourcing and Procurement

### **Program Initiatives**

- Leverage Common Statewide Infrastructure
- Data Center Consolidation
- Hardware Lifecycle Program
- Application Inventory and Consolidation



# Team Deliverables by January 11, 2005

- Initiate and conduct workshops for each initiative identified
- Develop key activities plan and framework for recommendations
- Create a presentation package for Governor Vilsack describing the recommended course of action



# **Overall Project View**

- Workshops include:
  - o Review recommended initiative
  - o Mission Statement
  - o Weekly Status Report
- 2. Develop Risk Assessment
- Cultural considerations
- Develop Project Plan
  - o Define key activities
  - o Define event horizons
  - o Define milestones and expected outputs
  - o Define implementation cost elements
- 5. Develop and deliver presentation for Governor



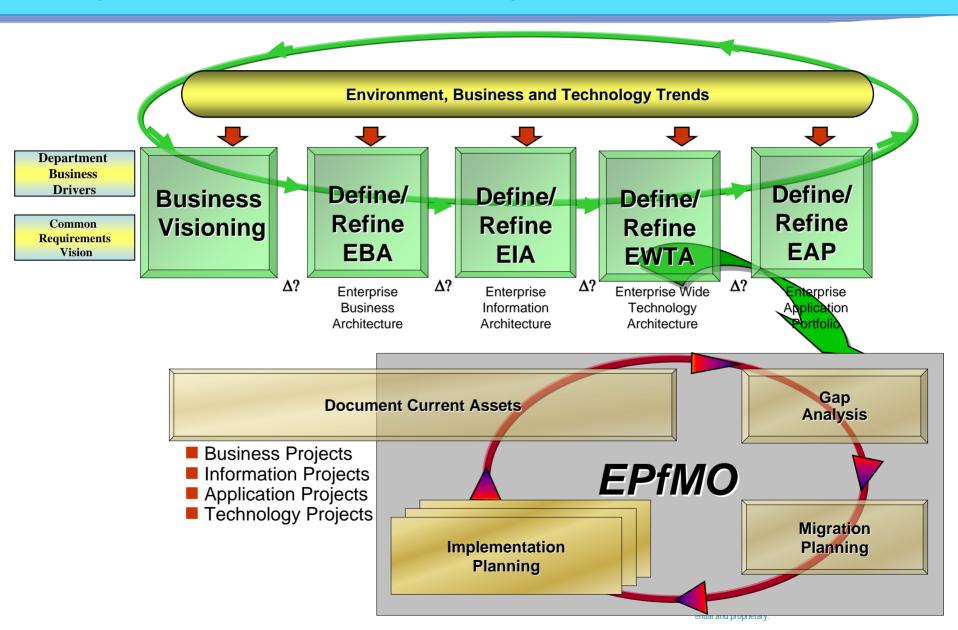
## **Enterprise Architecture Defined**

- An enterprise architecture (EA) is the holistic expression of the enterprise's key business, information, application, and technology strategies and their impact on business functions and processes.
  - Typically consists of current and future state models of four key components
  - Is implemented through the enterprise program management office (EPMO)
  - Provides the process for exploring enterprise digital innovation opportunities

The primary design goal for information systems must be to enable rapid change in business processes and in the applications and technical infrastructure that enable them!



# Enterprise Architecture Development Model



## Team Chair



### Team Chair

## Team Chair Responsibilities

- 1. Collaborate on weekly status report
- 2. Coordinate Team activities
- 3. Act as a spokesperson for the group
- 4. Liaison to Iowa Project Management (Wes Hunsberger)
- 5. Responsible for joint presentations



### **Mission Statement**



### **Mission Statement**

### Instructions:

- Define what you should be/could be providing
- Specify to whom you should/could provide it
- State your potential value added contribution

	Format
We supply	(what?)(whom, customers. stakeholders?)
10	(results in what contribution?)



### **Mission Statement**

#### **Charter Statement - As Is**

We supply	(what?)
To	(whom, customers. stakeholders?)
That	(results in what contribution?)

Is it believable?

Is it unique?

Is it defensible?



# Sample Mission Statement

### **Enterprise Architecture**

The Enterprise Architecture Implementation and Migration Planning Team will provide input and feedback to develop a business oriented mission and process (high level work plan) for the establishment of a Statewide Enterprise Architecture Steering Committee. This Statewide Enterprise Architecture Steering Committee will define, develop and provide a statewide common architecture for the Executive Branch.



## **Activities**



### **Process Transition Overview**

**Develop Governance** Develop Department IT Governance Strategy Charter **Budget Development** Select IT **Defined Roles** Governance Board And Authority **Business Case** Refine Business Case Review and Investment Portfolios Reviews Rate & Product Continuing Benchmarking of Rates and Product Development Budget Catalogue **Develop Business** Ongoing Business Case Reviews for Investment Initiatives Case Format **Develop Department** and IT Budget Vendor Management Program **Procurement** Vendor & Asset Inventory Ongoing Vendor Performance Management (Top 30) Procurement Processes Develop e-Procurement e-Procurement and Partner Procurement Strategy **Programs & Vendors** To Match Vendor Management **Develop Standard** Performance Scorecard Measurements Performance Scorecard And Improvement plans **Define Project Implementation** Management PM Certification and Training **Ongoing Vendor Performance Management Processes** Develop e-Procurement **Project Business Case Development** e-Procurement and Partner Procurement Strategy Programs & Vendors **Project Scorecard Measurements Project Management Tool Set** Plan Completions

Implement Q2 Implement Q3 Implement Q4

Iowa Migration and Implementation



Yr 2 H1

Year 2 H2

Year 3 H1

Year 3+

# **Technology Transition Plan- Overview**

Iowa Migration and Implementation

**Develop Architecture** Select IT Develop **Business Case** Architecture Strategy Architecture Readiness Reviews Strategy **Architecture Board** Charter **Defined Domains Enterprise Standards Definitions** Refine Business Case Storage Domains Review and Investment Portfolios Application Application Application Application Selection Process Investment Cases Inventory Portfolio Development Rate & Product Continuing Benchmarking of Rates and Product Development Operations Catalogue **Develop Business** Ongoing Business Case Reviews for Investment Initiatives Case Format Procurement Processes Develop e-Procurement e-Procurement and Partner Procurement Strategy To Match Vendor Management **Programs & Vendors Develop Standard** Performance Scorecard Measurements Performance Scorecard And Improvement plans Define PC Lifecycle Deploy PC Standards and Consolidated Procurement Deploy additional e-infrastructure Standards Infrastructure **Define Data Center Physical Data Center** ifecycle Rollout and Manageme Consolidation Strategy Consolidation **Define Network NOC** Center and Deploy Standard PCs/Network services/Mobile Devices/RF tech **Management Tools** Strategy Consolidate Implement Enterprise Wide Network Management from ICN **Networks Implement Q2** Implement Q3 Implement Q4 Year 3 H1 Implement Q1 Yr 2 H1 Year 2 H2 Year 3+

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# Organization Transition Plan- Overview

Establish Office Establish IT Value Based Establish Architecture of CIO Ongoing Governance Process **Management Process** Governance Establish IT Policy and Standard Operation Procedures Processes Establish Management Framework Implement "Best Practices" Enterprise Wide **Product Development** Organizational Benchmarking of Rates and Product Development **Develop Business Business Case Management Training Acumen Skills** Vendor Management Program Ongoing Vendor Performance Management Skills Inventory (Top 30) Client Relationship Management **Develop Communication Tools** Private Sector Partner and Relationship Program **Development and Assignment** and Processes **Develop Standard** Performance Scorecard Measurements Client Satisfaction Survey And Improvement Plans Define Value Performance **Develop Vendor Sourcing** Management Criteria Strategy Define Vendor Review all IT Vendors and Categorize into Commodity, Preferred or Strategic Performance Measures Establish IT Performance Conduct Vendor Performance Measure and Track Committed Value Measures and Scorecards **Expectations Reviews with Purchasing** against Actual Value Generation Implement Q2 Implement Q3 Implement Q4 Yr 2 H1 Year 2 H2 Year 3 H1 Year 3+ Implement Q1



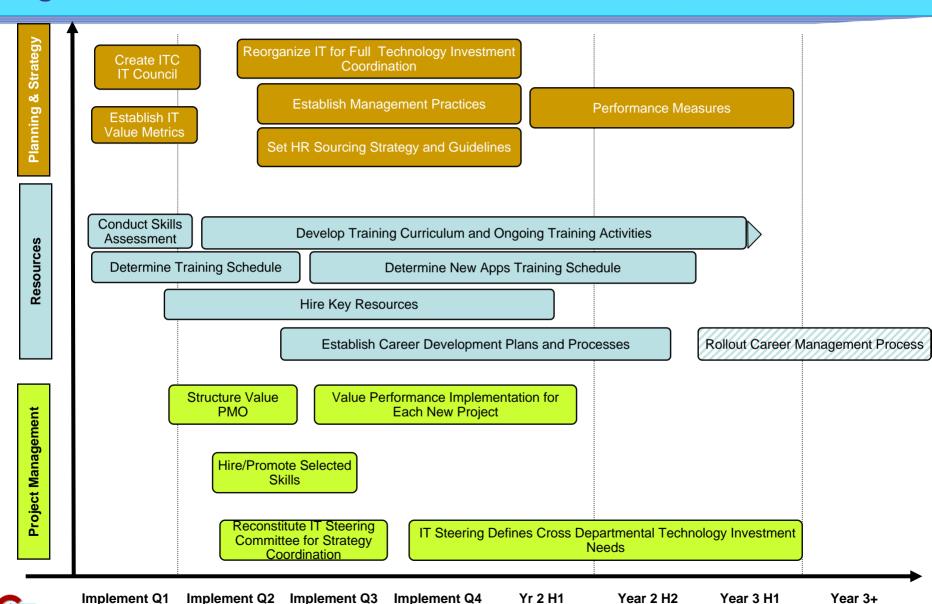
Iowa Migration and Implementation

**Management** 

Competency

Sourcing

# Organization Transition Plan- Overview





Iowa Migration and Implementation

# Role of the Architecture Steering Committee

- Develop and promote the architecture.
- Provide input, review and approve the decomposition of the architecture principles to domain architectures.
- Review and approves the IT standards that forms part of each Domain Architecture
- Review and approves product and configuration standards from the Domain Architecture Teams.
- Review and approve or reject deviations from the Enterprise Wide Technical Architecture. The Architecture Steering Committee is also responsible for listing all deviations from the stated future direction and the making of migration plan to eliminate them.
- Consider proposals for new information technology that integrates or interfaces with the current IT architecture. Approve or reject exceptions to any standards defined by the Enterprise Wide Technology Architecture. Approved projects will continue on to the Governance Board along with the Architecture Steering Committee's comments. Projects that are rejected are subject to appeal to the Governance Board.
- Assist and guide IT project teams to comply, or to bring their projects into compliance, with the standards defined by the Enterprise Wide Technical Architecture.
- Support and approve the activities of the Domain Architecture teams.
- Ultimately the Architecture Steering Committee has a key responsibility the creation of Enterprise Wide Technical Architecture ambassadors amongst the business community.



# **SWOT**



### **SWOT**

#### **SWOT Definitions**

#### Strength

The ability to withstand a sustained application of force or change without altering your position

Positioning to your strengths gives you:

- A significant advantage
- A uniqueness
- Clear differentiation

#### **SWOT Definitions**

#### Weaknesses

Vulnerabilities that if not remedied could cripple your strategy & mission

#### **SWOT Definitions**

#### **Opportunities**

A favorable condition which compels you to improve your strategic position.

An opportunity should be:

- •High impact
- •So attractive you must pursue it!

#### **SWOT Definitions**

#### **Threats**

Alternative choices for management or a condition which would create a negative impact on your business mission.



# **SWOT Analysis**

Strengths	
Weaknesses	
Opportunities	
Threats	

